

DDI- 02660/84

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28 March 1984

MEMORANDUM FOR: Executive Director

FROM : Richard J. Kerr
Associate Deputy Director for Intelligence

SUBJECT : Career Opportunities for Women

REFERENCE : ExDir Memorandum on Career Opportunity, dated
15 March 1984

1. As you requested, we have taken another look at the career progression and opportunities for women in the DI. As you noted, there has been some progress. For the past three years, the DI has in general hired more women than men, and many of these women were hired for analytic positions. As a result, the number of women analysts and managers in the DI has grown faster during the past two years than the number of men in such positions (see attached charts and table). An increasing number of women are being sponsored to prestigious training courses and participating in leadership development programs. In that regard you should know that the DI employees sponsored this year to the Harvard Program for Senior Managers in Government, the FSI Executive Seminar in National and International Relations, and the Center for Creative Leadership's Workshop in Organizational Action were all women. Among the DI participants in the DCI Exceptional Analyst Program during the past two years, men and women have been equally represented. In addition, women comprised a greater proportion of the attendees at the Management Development Course, Program on Creative Management, and Mid-Career Course than they do in the ranks of senior DI analysts and managers. And women have shared in DI monetary awards and the DI Advanced Analyst Program roughly in proportion with their representation in the professional ranks.

2. Much more remains to be done. The growth in the number of women in the DI is generally the result of adding new employees at the lower grade levels, and the number of women in more senior positions remains relatively small. Women also make up a smaller share of the Category I and II population for grades GS-12 to GS-15 than they do in the general population for each grade--although in some cases the difference is slight (see table). And women still represent too small a share of the DI employees participating in the Supervision of Analysis Course, Senior Officer Development Course, Leadership Development Program, senior officer schools, rotational assignments to policymaking agencies, and overseas assignments.

3. Every effort will be made in the DI to increase the proportion of women in the analytic and managerial ranks and to increase the participation of women in career development opportunities. Directorate assignment and career panels will give increased attention to that end and to ensuring that women are being treated equitably in each DI office. The DI Minority Advisory Panel--as well as other DI panels such as those established to monitor issues pertaining to the recruiting and professional development of economists, military analysts, and intelligence assistants--will also be helpful in that regard. Through the efforts of panel members and others, all pertinent data are being systematically reviewed to help us identify where problems exist. For example, I've asked that the record for the past several years be reviewed to chart the progress made by new analysts and to determine if there are significant differences between the advancement recorded by women and men. I've also asked that a recent DI study on the causes of attrition be reexamined to determine if there are differences between the number of women and men who leave the Directorate or in the reasons given for doing so.

4. Such attention should ensure that women in the Directorate are being treated fairly, but additional effort is needed to increase the number of women in the DI. A more finely honed recruitment effort appears to be the answer. The DI has already taken some strides in that regard. For example, we are including women on our recruitment teams and have succeeded in encouraging more women to apply. As a result, roughly half of the economists who apply to the Agency are women. That accomplishment is especially noteworthy inasmuch as economics is not a discipline in which women have traditionally been well represented. The DI has also given more attention to women's colleges. Indeed, a woman from one of the regional offices accompanied a professional recruiter to two such schools last month. I believe that not only will the DI profit from such attention, but that the Agency would gain from a similar, but more comprehensive, effort.



Richard J. Kerr

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